

SCIENTIFIC ASPECTS OF HUMAN RESOURCES MANAGEMENT OF THE ENTERPRISES OF SANATORIUM- RESORT COMPLEX TAKING INTO ACCOUNT ANTI-CRISIS MEASURES

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1. Introduction

At the modern stage of social and economic transformation in Ukraine, the role of the labor (human) resources of the enterprises and their efficient management, taking into account anti-crisis measures, is becoming more and more important. Special attention to human resources management is needed in the areas that have a social orientation, namely in recreation. That's because the health resort sector is one of the main branches of social policy of the Ukrainian government in treatment, improvement of the human resources and their reproduction.

In the "Strategy of tourism and resorts development" it is mentioned, that "The changes in the geopolitical environment, the socio-economic development, modernization of information technologies have significantly affected the dynamics of international tourism, have led to transformation of the tourism industry focused on meeting various needs of individuals who are traveling" (The order of the Cabinet of Ministers of Ukraine, 2003, 2008).

In modern period in the sphere of recreation the crisis consequences of market transformations are aggravating in the field of inefficient management of human resources and their development: general and seasonal reduction in the number of the employed without sufficient qualification; reduction of availability of the services of sanatorium-resort institutions for population, etc.

Therefore, we should say that the development and further improvement of the sanatorium-resorts activity largely depends on the effective human resources management; optimal organizational structure of personnel management; well-grounded tasks and objectives of the enterprise; and clear interaction of these components in the management of the company in general and human resources management in particular.

Scientific and theoretical, methodological and methodical basis at different levels in scientific researches and specialized economic literature is insufficiently developed and does not consider anti-crisis measures. This requires further development of the theory of human resources management of sanatorium-resort establishments of Ukraine. We must say that in the sphere of resorts, the term "sanatorium-resort establishment" they begin to replace by the term "enterprises of sanatorium-resort complex", which is defined as follows: "The enterprises of sanatorium-resort complex – are the enterprises that provide with sanatorium-resort services and that are located in the resorts or in the therapeutic areas".

While considering the question of human resources management of the enterprises of sanatorium-resort complex, its development and implementation within the framework of the effective mechanism, the scientific factor of validity is becoming more actual; thus it's the validity of the mechanism of the effective human resources management that should be emphasized, taking into account the anti-crisis measures according to the national policy of Ukraine.

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2. Description of data and methodology

In modern period, there is a lack of a complete study of the given problem on the basis of studying the opinions of both domestic and foreign scientists and bringing together the separate judgments on the subject matter. It requires a study of the organizational and methodical regulations on the increasing of the efficiency of human resources management, and presupposes the definition of a developed system of principles of human resources management, coherent actions of human resources management, taking into account the specifics of sanatorium-resort enterprises and anti-crisis measures. In our research we developed a system of effective anti-crisis management of human resources of sanatorium-resort enterprises (Fig. 1) and proposed anti-crisis measures.

3. Economic essence of human resources management of the enterprises of sanatorium-resort complex

The state policy of Ukraine in the sphere of resort business is determined by the Verkhovna Rada of Ukraine and is based on the following principles:

- legislative definition of terms and order of organizing the activity of sanatorium-resort enterprises;
- ensuring the availability of sanatorium-resort treatment for all the citizens, primarily for disabled people; veterans of war and labor; veterans of war; citizens, who suffered from the accident at the Chernobyl NPP; children; women of reproductive age suffering from gynecological diseases; tuberculosis patients and patients with injuries and diseases of the spinal cord and spine;
- consideration of the demand for specific types of sanatorium-resort services within the development and approval of national and local programs of the development of resorts;
- economical and rational use of natural medicinal resources and ensuring their proper protection;
- facilitation of the transformation of Ukrainian sanatorium-resort complex in a highly profitable and competitive branch of economy.

To implement this policy, we must define the rules for making decisions, taking into account the anti-crisis approaches, by which the enterprise will be guided in its activity in general and in human resources management in particular.

On the basis of the above-mentioned, an urgent need occurs for identifying the main positions, principles and objectives of human resources management of sanatorium-resort establishments taking into account the anti-crisis measures.

On the 1st of January, 2013 there were about 3012 enterprises of sanatorium-resort complex in Ukraine and the number of people employed there was 119396 persons; the activity of these enterprises is directed towards the satisfaction the needs in the health-resort treatment, rehabilitation and recreation of citizens.

One of the urgent problems related to reforming Ukraine's economy in the post-crisis period is the problem of effective management of human resources, especially at the enterprises of socially-oriented sectors, particularly in health-resort sphere. According to L. S. Doroshenko [1, p.18], the human resources management is an integral part of the regulation system of social and economic development of the society. It is directed at: satisfaction of need of the economy in qualified personnel; ensuring the effective employment and rational distribution of the employees among the spheres of labor and territories; efficient use of resources and labour. This definition of human resources management is given in general and, therefore, at the state level or at the regional level.

The definition of human resources management, corresponding to the level of the enterprise (organization, complex) will be given below on the basis of the further study.

For the definition of human resources management at the level of the enterprise it is necessary to take into account the following provisions:

- management must be understood as an interrelated process of planning, organizing, motivating and controlling that are necessary to achieve the goals of the enterprise. Management of human resources is a link management, which focuses on achieving the objectives of the organization;
- in modern conditions it is expedient to use the approach of strategic planning and strategic management. Therefore, the human resources management must also be strategic. An important task of the human resources management is the development of strategic goal and the plan for its achievement, that is needed in order to use the limited resources efficiently (including human resources) and to achieve the strategic goals under the circumstances of market competition;
- while developing the strategy, human resources management must take into account the overall strategy of the enterprise and other functional strategies (finance, production, marketing etc.). The goal of functional strategies should let the other strategies to achieve their goals, which allows to reach the general strategy of the enterprise;
- each company has certain human resources(human), material, financial and other resources that are limited. It is human resources with consideration of external factors that determine the strategic goal of the enterprise and alternative implementation plan.

Thus, we can define the human resources management at the level of the enterprise as follows – it is the process of creation of the strategy of formation, usage and development of labor (human) resources, as well as the process of implementation, motivation of the staff within the implementation of the strategy and the process of controlling its fulfillment. All these processes should be focused on the fulfillment of the company's strategy with regard to anti-crisis approaches in human resources management, especially in the socially-oriented industries, particularly in the health-resort sphere.

This definition suggests a systematic approach to the human resources management of the enterprises of sanatorium-resort complex, it takes into account all the components of the human resources management's system, which should be implemented and based on the social orientation of the enterprises of the recreational sphere taking into account the anti-crisis management approaches.

In any case, human work is an important component of the company's profitability. In the service sector (services), particularly in the health-resort sphere, human resources became the value that put the very existence of a single organizational-economic mechanism in direct dependence on the quantity and especially the quality of work itself, taking into account the anti-crisis component, i.e. it is meant the management of human resources and enterprises of the recreational sphere taking into account the anti-crisis approaches, because this field is socially oriented.

Stages of formation and development of the enterprises of sanatorium-resort sphere include the stages of decline, the stages of ascent, the crisis and the impact of the crisis on the post-crisis period.

Restructuring of organizational character, some structural transformations that are taking place in the economies of all countries and in human resources management of the enterprises of sanatorium-resort complex lead to disability methods of human resources management of sanatorium-resort institutions. Existing approaches do not provide an effective functioning of the

enterprises of sanatorium-resort complex and their workers, they do not ensure continuity of operations, do not create sustainable and efficient state management of labor (human) resources of the enterprises of sanatorium-resort complex.

The modern period of development of the enterprises of sanatorium-resort complex and human-resources management at them can be described as a quite complicated one, because the transition to market relations has deepened the disproportions between the following:

- solvent demand of the population and the price of the enterprises of sanatorium-resort complex;
- the level of financial support for the material and technical base of the enterprises of sanatorium-resort complex and infrastructural capacity of the resort;
- tendencies of supply and demand, and the mechanism of filling sanatoria and health resorts;
- the need to attract foreign investments in construction and reconstruction of recreational objects;
- imperfection of investment and tax legislation, concerning the wellness recreation.

The main problems of domestic enterprises of sanatorium-resort complex and human resources management are the following:

- reduction of the number of the enterprises;
- inflated cost of tickets for domestic resorts;
- insufficient level of qualification of the personnel;
- the lack of choice and poor quality of the services provided by domestic resorts;
- low adaptability of human resources in retraining and qualification improvement;
- incomparable with the foreign resorts infrastructure and material-technical base of domestic resorts;
- insufficient level of salaries;
- insufficient efforts to promote regional tourist product in the domestic market;
- the destruction of the regulation mechanism of social tourism that was organized at domestic resorts in previous decades [2, p.472].

Taking into account the above mentioned problems in the activity of the enterprises of sanatorium-resort complex and human resources management there, it must be said that sustainable development of the enterprises of sanatorium-resort complex in Ukraine requires the formation of a fundamentally new model of management of enterprises in general and of human resources management in particular, based on the analysis of international standards, trends and experience, as well as the constructive interaction of all the branches of economy of the country taking into account the anti-crisis approaches in human resource management of the enterprises of sanatorium-resort sphere.

Indeed, the aggravation of the crisis consequences of conducting market reforms led to leaving the job by many workers of the enterprises of sanatorium-resort complex, insufficient level of qualification of workers, seasonal closure of establishments of recreation sphere.

4. Anti-crisis measures

Within the formation of the mechanism of the human resources management of sanatorium-resort establishments it is necessary to distinguish such definitions as “risk” and “crisis”. The risk is any credible threat, for which you can prepare beforehand and systematically. The crisis is an extremely dangerous and unstable situation which has arisen or which is developing and requires an immediate response.

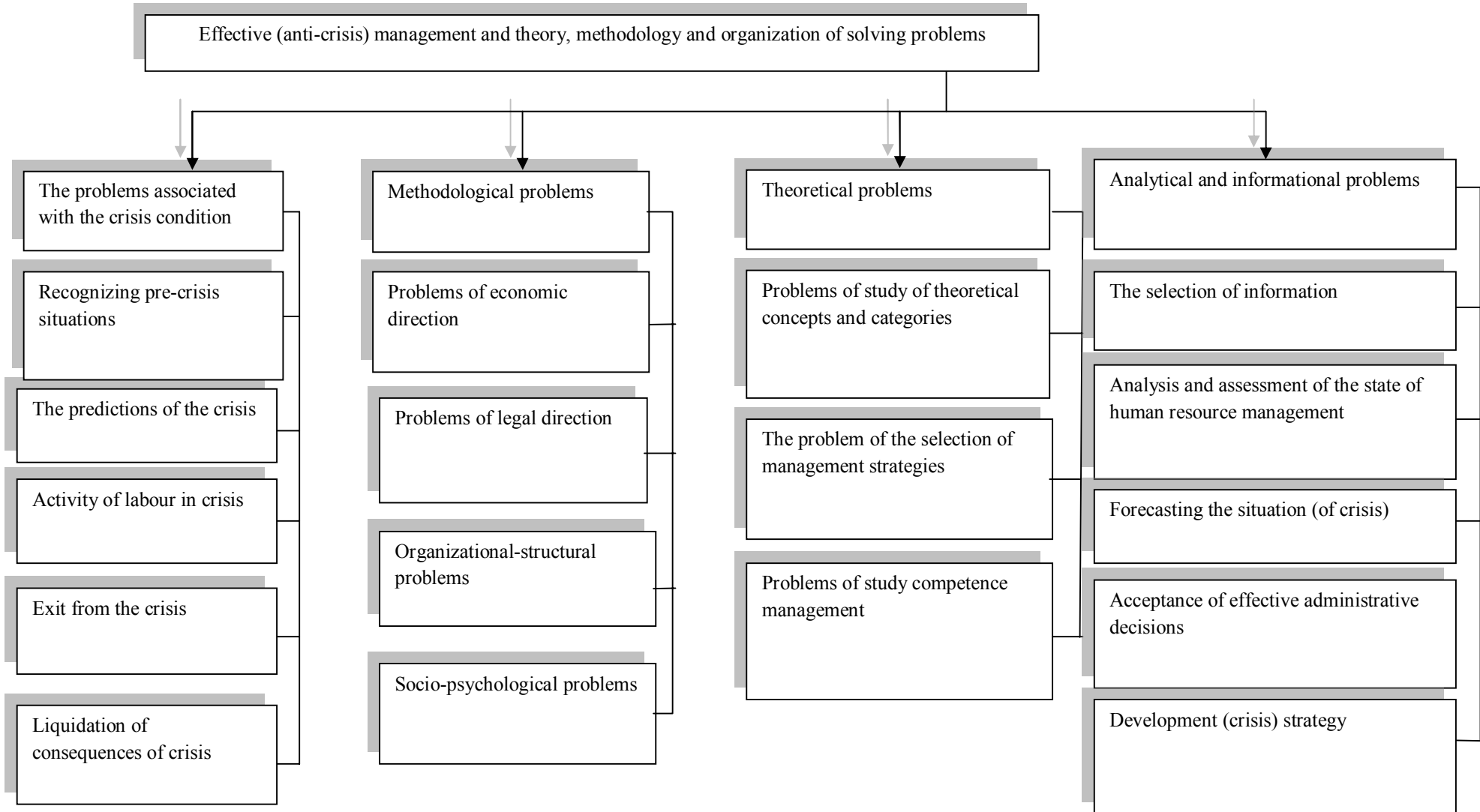


Fig. 1. The problems of effective human resource management of sanatorium-resort establishments

This approach allows us to distinguish “crisis management” and “risk management”. Nevertheless, in recent years we can observe in foreign and domestic practice the combination of methods of crisis management and risk management [3, p.10].

The classic explanation of the systemic crisis and instability was given by the American scientist-monetarist I. Fisher in his “Theory of the great depression” in which he argues that financial instability is largely correlated with the macroeconomic processes, in particular with the dynamics of the total debt in the economy [4, p.223].

In general the crisis management should be considered as the control that will prevent or mitigate crisis situations. In regard to the interpretation of the essence of crisis management it is useful to identify the following approaches:

- the pre-crisis management, which is carried out for the timely identification and resolution of problems (decisions) to prevent the crisis;
- the management under crisis conditions, which determines the stabilization of unstable state and preservation of the managed system;
- the management of processes in the post-crisis period, which is carried out for minimization of losses and missed opportunities during the bailout.

Summing up the analysis of the different scientific opinions concerning the management with regard to anti-crisis approaches, we come to the conclusion that while considering the sustainable development of sanatorium-resort institutions and the effective management of human resources in particular, the mechanism of the management cannot be considered separately from organizational components of economic and social direction.

Taking into account the generalization of literary sources and the synthesis of the most characteristic features of the concept of human resources management of sanatorium-resort establishments, the anti-crisis approaches is treated as the implementation of strategies to address the threats of negative trends in the processes of human resources management.

From our point of view, the essence of effective human resources management of sanatorium-resort establishments with regard to anti-crisis measures is revealed through a systematic approach that allows us to consider the research object as a system consisting of a set of interacting subsystems.

The effectiveness of the process of human resources management of the enterprises of sanatorium complex is possible only when the managers are able to foresee and predict complex economic phenomenon. To achieve all the goals a flexible approach to human resources management of the sanatorium-resort complex is needed.

5. Conclusions

Taking the above-mentioned scientific and theoretical statements on human resources management in the sanatorium and resort sphere into consideration, we can outline the following scheme of fundamental issues of the effective human resources management at the enterprises of sanatorium-resort complex, which consists of four main components:

- problems connected with the crisis condition;
- methodological problems;
- theoretical problems;
- analytical and informational problems.

The resolving of these issues is the basis for building effective management of human resources of the enterprises of sanatorium-resort complex on the basis of consideration the anti-crisis management approaches and advanced system of principles for the management of these processes in the recreational sphere in general and in the sanatorium-resort sphere in particular.

Considerable attention should be paid to the identification and substantiation of the concepts and categories of human resources management as a theoretical basis of the mechanism of human resources management at the enterprises of sanatorium-resort complex.

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Summary

The article considers the problems of development of the enterprises of sanatorium-resort complex and human resource management at them, which gives the opportunity to see the stages, at which the crisis phenomena can be observed, and their impact in the post-crisis period on functioning of these enterprises.

The shortcomings of the formation of the effective mechanism of the human resource management of the enterprises of sanatorium-resort complex were analyzed taking into consideration the anti-crisis measures, and the system of effective management of human resources of the enterprises of sanatorium-resort complex was proposed.

Keywords: management, human resources, crisis, sanatorium-resort enterprises.

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